

Department of Social and Health Services

DP Code/Title: PL-KE Empl & Prov Training Solution
Program Level - 010 Children's Administration

Budget Period: 2007-09 Version: A1 010 - 2007-09 Agency Request Budget

Recommendation Summary Text:

The Department of Social and Health Services (DSHS) requests \$1,012,000 (biennially) beginning July 1, 2007 to purchase capacity to track employee and service provider training. Tracking employee and service provider training is important because of legal and programmatic requirements that employees have specified training before they can perform their jobs. DSHS proposes to purchase licenses to a Learning Management Solution (LMS) to track and report employee and provider training.

Fiscal Detail:

Operating Expenditures

	<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
Overall Funding			
001-1 General Fund - Basic Account-State	48,000	48,000	96,000
001-A General Fund - Basic Account-DSHS Fam Support/Chi	16,000	16,000	32,000
001-C General Fund - Basic Account-DSHS Medicaid Federa	5,000	5,000	10,000
Total Cost	69,000	69,000	138,000

Staffing

Package Description:

DSHS requests capacity to track training at a biennial cost of \$1,012,000.

DSHS needs to track employee, and now selected provider, training. Federal and State legal requirements mandate that employees have specified training before they can perform their jobs. Tracking and reporting on employee training is an important tool for verifying that the work force has the necessary training to meet legal requirements and to limit state liability.

While in the past DSHS has used the Human Resource Development Information System (HRDIS) operated by the Department of Personnel (DOP) to track employee training, DSHS has no capacity to track provider training. Human Resource Management System (HRMS) was to include learning management capacity but that functionality was lost as the scope of HRMS was narrowed. This creates a hole in tracking for DSHS.

DSHS has been interested in procuring an effective learning management tool for the entire department. Several years ago we were directed to stop efforts to develop a single robust learning management capacity because HRMS would include this capacity. It has now been decided that HRMS will not include learning management functionality. It is for this reason that we must procure a LMS.

Narrative Justification and Impact Statement

How contributes to strategic plan:

Relationship to Priorities of Government (POG) and DSHS/I.T. Strategic Plans

POG - Government Efficiency

DSHS Goal G: Reinforce strong management to increase public trust

Objective 1: Enhance and sustain information technology across the department to meet changing needs and capacity requirements.

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Strategies:

Assess opportunities for enterprise solutions when common business needs are identified.

Discussion: This decision package relates directly by expanding support for a common solution, to meet multiple administration business needs in the area of learning management. The lists of primary business drivers and common requirements were identified by a workgroup of training managers and technical staff from across DSHS. No performance measures were indicated in the strategic plans for this strategy.

DSHS Goal I: Value and develop employees

Objective 1: Build a high performance workforce that is culturally diverse and competent.

Strategies:

Evaluate and improve internal and external training resources to meet employee's development needs

Discussion: The common LMS supports the continued maintenance and improvement of a competent internal and external provider workforce. The expanded tool will provide an improved training management environment to better evaluate training resources to ensure they meet employee development needs.

Performance Measures:

Increase in percent of employees who completed mandatory training.

Discussion: The continued maintenance of the common LMS provides the capability for improved management and tracking of mandatory training for employees.

Performance Measure Detail:

Increase in percent of employees who completed mandatory training.

Discussion: The maintenance of the common learning management system provides the capability for improved management and tracking of mandatory training for employees. Without the current implementation, DSHS could not easily measure compliance. By implementing the common LMS, staff training records travel with the employee, without requiring re-entry of data into a new tracking system. The common LMS also provides easy access to an agency-level compliance view.

Performance Measure Detail

Agency Level

Activity: A009 Child Protective Services (CPS)

No measures linked to package

Incremental Changes

<u>FY 1</u>	<u>FY 2</u>
0.00	0.00

Activity: A012 Child Welfare Services (CWS)

No measures linked to package

Incremental Changes

<u>FY 1</u>	<u>FY 2</u>
0.00	0.00

Activity: A033 Family Reconciliation Services (FRS)

No measures linked to package

Incremental Changes

<u>FY 1</u>	<u>FY 2</u>
0.00	0.00

Reason for change:

As part of the implementation of the statewide HRMS, a common statewide LMS was determined to be a feasible statewide solution and was proposed as part of the initial project scope. Based on HRMS project schedule and resource issues, DOP decided to remove the LMS functionality from that scope. DSHS has ongoing compliance requirements to track and report on training for staff and providers. An HRMS LMS solution never included the tracking of providers. DSHS determined that the implementation of a common agency solution, which was aligned with what was already implemented in other agencies such as DOP's e-Learning and DOH, was the best use of state resources.

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DSHS has an ongoing need for a LMS to comply with mandates for federal, state, agency, and court-ordered training management, reporting, and program quality improvement. Analysis of functional and data needs indicates that the common agency implementation, for both staff and providers, is the most cost effective method to meet existing and currently unmet learning management requirements. This proposal is enthusiastically supported by the DSHS administrations.

Business Case:

The key business drivers that require expansion and maintenance of a LMS for DSHS are:

- " Federal mandated reporting and program improvement requirements for program funding and matching (e.g. Title IV-E, federal waiver, federal match, Center for Medicare and Medicaid Services (CMS))
- " State and DSHS mandated reporting requirements (GMAP, Legislative inquiry, etc.)
- " Court ordered reporting and program improvement (e.g. Braam Case, JRA past cases, etc.)
- " Joint Commission on Accreditation of Healthcare Organizations (JCAHO) certification audits of institutions
- " External provider training and certification (e.g. foster care, rehab counselors, home and residential care, etc.)

Though the proposed statewide LMS solution in HRMS would meet the agency needs to manage DSHS staff training, it would not meet the organizational requirements to manage and report on external provider training in support of certification, audit, and federal matching fund reporting. The expansion and maintenance of the common DSHS LMS solution, that meets industry data and integration standards, would support a future statewide solution through standard interfaces.

Impact on clients and services:

This proposal will improve delivery, management, and tracking of training to all DSHS staff, and to providers, as required by federal, state, DSHS, and court-ordered mandates. Examples include:

- " Training required by nurses in state institutions to meet JCAHO certification requirements
- " Tracking of staff and foster parent training as stipulated in the Braam Case settlement.

Impact on other state programs:

This proposal will allow DSHS to provide more accurate and complete training information to DOP.

Relationship to capital budget:

None

Required changes to existing RCW, WAC, contract, or plan:

None

Alternatives explored by agency:

The four alternatives below were assessed to meet ongoing agency needs.

Alternative 1 - No Support - In the absence of support for expansion of the current solution, agency programs will most likely revert to separate, disjointed solutions. Without the participation of all programs, some of the value (i.e. maintenance of staffing training when they move from program to program) would be lost. In addition, without the expansion, the current solution does not meet all required reporting needs for federal, court ordered, and certification requirements.

Alternative 2 - HRMS Implementation - Implementation of a LMS solution within HRMS would address the staff training tracking and reporting requirements, but not the agency's needs around provider training. In addition, this is not currently in the scope of HRMS. Pending changes to the scope of HRMS, this alternative cannot meet the agency's business needs.

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Alternative 3 - DSHS implementation of a Commercial-off-the-Shelf Solution (COTS) - This solution provides robust functionality, a relatively short time to implementation, low risk, and a cost-effective LMS alternative when compared to manual or separate implementations. All work done within the current solution would need to be transferred, and would cost significantly more than expansion of the current solution.

Alternative 4 - Managed Learning Services - Other industry terms used to generally describe this alternative are "Application Service Provider (ASP)" and "Software as a Service" (SAS). This alternative out-sources the hosting of the technical and administrative functions to an experienced learning management service provider allowing DSHS to focus on the delivery through GeoLearning, a company that provides these services to many Fortune 500 companies, and to governmental agencies, including the Federal Government (1.8 million students).

Expansion and maintenance of the current solution would easily allow the roll-up of training data to the state level, would allow for the shortest time to implement, and would provide the least risk. This alternative would be the preferred solution as it:

- " Aligns with some other agencies' (DOP and DOH) current efforts
- " Would most easily allow the roll-up of agency data to the state
- " Would have the shortest time to implement
- " Is the lowest risk alternative

Budget impacts in future biennia:

Costs for provider training are not represented here, since the program areas will need to request funding for their providers (or already have funding), and not all areas are required to supply or track provider training.

Alternative 4 ongoing costs reflect the number of licenses needed for management and reporting of training taken during a one year cycle. Because staff is required to take certain mandatory courses, these fees should only fluctuate with changes in staff levels. Training for the technical support staff, and program area content managers is included within the costs listed.

Distinction between one-time and ongoing costs:

For Alternative 4, one-time costs are the implementation fees for the expanded features, which do not extend beyond the first year. Ongoing costs reflect the number of students, and the annual maintenance fees. These are adjusted on a cyclical basis, based on the number of students utilizing the training for that period; 18,000 students are assumed for this pricing model.

Effects of non-funding:

Agency programs currently operate under federal, state, and court requirements for provision of training, and program improvement. Without an expanded and maintained common solution, the potential for fragmented solutions will increase, and be expanded upon to meet business need, while reducing the agency's ability to meet needs for reporting and accountability.

In addition, there would be training tracking needs not met due to lack of funding. Funding expansion would allow programs without training budgets to meet business needs, without additional costs beyond those required by federal, state, and court entities.

Expenditure Calculations and Assumptions:

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See attachment AW PL-KE Empl & Prov Training Solution.xls

<u>Object Detail</u>		<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
Overall Funding				
E	Goods And Services	68,000	68,000	136,000
T	Intra-Agency Reimbursements	1,000	1,000	2,000
Total Objects		69,000	69,000	138,000

<u>DSHS Source Code Detail</u>		<u>FY 1</u>	<u>FY 2</u>	<u>Total</u>
Overall Funding				
Fund 001-1, General Fund - Basic Account-State				
<u>Sources</u>	<u>Title</u>			
0011	General Fund State	48,000	48,000	96,000
<i>Total for Fund 001-1</i>		48,000	48,000	96,000
Fund 001-A, General Fund - Basic Account-DSHS Fam Support/Chi				
<u>Sources</u>	<u>Title</u>			
658L	Title IV-E-Foster Care (50%)	16,000	16,000	32,000
<i>Total for Fund 001-A</i>		16,000	16,000	32,000
Fund 001-C, General Fund - Basic Account-DSHS Medicaid Federa				
<u>Sources</u>	<u>Title</u>			
19TA	Title XIX Assistance (FMAP)	5,000	5,000	10,000
<i>Total for Fund 001-C</i>		5,000	5,000	10,000
Total Overall Funding		69,000	69,000	138,000

PL-KE Empl Prov Training Solution

**Department of Social and Health Services
Employee & Provider Training Solution
Funding Distribution**

	ER Distribution			TZ Distribution			FY08	FY09	Total
	FY1	FY2	Total	FY1	FY2	Total			
010 Children's	68,000	68,000	136,000	1,000	1,000	2,000	69,000	69,000	138,000
020 Juvenile Rehabilitation	33,000	32,000	65,000	0	0	0	33,000	32,000	65,000
030 Mental Health	82,000	81,000	163,000	0	0	0	82,000	81,000	163,000
040 Developmental Disabilities	94,000	93,000	187,000	0	0	0	94,000	93,000	187,000
050 Aging	33,000	33,000	66,000	0	0	0	33,000	33,000	66,000
060 Economic Services	122,000	121,000	243,000	2,000	2,000	4,000	124,000	123,000	247,000
070 Alcohol and Substance Abuse	3,000	3,000	6,000	0	0	0	3,000	3,000	6,000
080 Medical Assistance	29,000	29,000	58,000	0	0	0	29,000	29,000	58,000
100 Vocational Rehabilitation	9,000	9,000	18,000	0	0	0	9,000	9,000	18,000
110 Administration	20,000	20,000	40,000	1,000	1,000	2,000	21,000	21,000	42,000
135 Special Commitment Center	11,000	11,000	22,000	0	0	0	11,000	11,000	22,000
150 Information Systems	4,000	4,000	8,000	(4,000)	(4,000)	(8,000)	0	0	0
	508,000	504,000	1,012,000	0	0	0	508,000	504,000	1,012,000

DP Funding Distribution	FYTD		Staff Mos	Staff Mos %
	Staff Mos ¹			
010 Children's	28,691.4		13.42%	
020 Juvenile Rehabilitation	13,656.3		6.39%	
030 Mental Health	34,392.4		16.08%	
040 Developmental Disabilities	39,691.8		18.56%	
050 Aging	13,871.8		6.49%	
060 Economic Services	51,500.7		24.08%	
070 Alcohol and Substance Abuse	1,285.6		0.60%	
080 Medical Assistance	12,236.8		5.72%	
100 Vocational Rehabilitation	3,856.0		1.80%	
110 Administration	8,458.5		3.96%	
135 Special Commitment Center	4,685.3		2.19%	
150 Information Systems	1,521.6		0.71%	
	213,848.2		100.00%	

Source 1. Fastrack Report - Fiscal Year 2006 staff months (as of August 2, 2006)
2. ISSD FY2006 Indirect TZ Distribution calculation